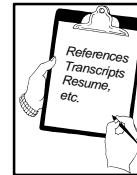


Behavioral Interviewing

Advanced Section: Step #2

Determining What Additional Job-Related Information Is Needed

Determining What Additional Job-Related Information Is Needed



Step 2 involves determining the best source of information for each of the KSAs you selected—it may be from the interview or it may be from another source.

Determining What Additional Job-Related Information is Needed

Information from sources other than the interview can:

- ◆ Prompt questions for the interview
- ◆ Validate information from the interview

And, when large numbers of unscreened candidates are referred, information from other sources may help develop a short list for interviewing--and save you time.

Ask Yourself the Question . . .

“What information not gained from an interview do I need to determine if a candidate is the best qualified person for the job?”

- ◆ Education records
- ◆ Proof of licensure
- ◆ Record of certification
- ◆ Evaluation of performance
- ◆ Special awards
- ◆ Volunteer work
- ◆ References



These sources of information will be used in addition to the behavioral interview.

When screening large numbers of unscreened candidates, obtaining job-related information will help you pre-screen candidates and determine those who do and do not meet required minimum job criteria.

NOTE: This only applies to candidates not pre-screened by HMRS



Additional Job-Related Information Will Help You Find Out More About Candidates and Help You Make the Best Choice



6

If You Pre-Screen, Know What You Want:

- ◆ Know what knowledge, skills, abilities, attitudes, and experience are important for the job.
- ◆ Refer to Section #1-- Analyzing the position to identify essential criteria.

If you have questions, Refer to Section #1

7

If You Pre-Screen, Know What You Want:

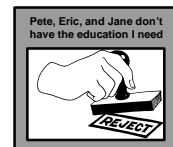
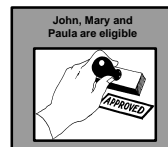
- ◆ Know what the minimum requirements are for the job---education/training, licensure, certification, etc.
- ◆ Develop a short list.

*Level of education
Specialized training
Licensure
Certification*

8

Prescreening List

- ◆ Apply the criteria equally to each applicant.
- ◆ Exclude those who do not meet the criteria
- ◆ Plan on conducting a behavioral interview with those who meet the criteria.



9

Remember . . .

Pre-screening does not predict success for a candidate. It can, however:

- ◆ Identify candidates who meet required criteria.
- ◆ Narrow a long list to a precise minimally qualified list.
- ◆ Identify candidates who have qualifications or accomplishments over and above minimum criteria.
- ◆ Save you time and energy.

10

Additional Sources of Information Will Verify Criteria You Identified As Required or Preferred

- ◆ For example:
 - ◆ For professional positions, a degree may be required.
 - ◆ For technician positions, training may be preferred but not required.



11

Other Sources of Information May Prompt Additional Behavioral Questions During the Interview

You identified writing as an essential skill--a college transcript documents a low grade in English.

Ask a behavioral question:

"Writing skills are essential to this job. You received low grades in English. Specifically, what have you done to improve your writing skills? Tell me about a recent task that tested your writing skills. How did it turn out?"

12

Other Sources of Information Can Validate Information Obtained During the Interview

For example:

- ◆ You asked an applicant to describe a time he/she helped a co-worker with their workload.
- ◆ You might validate their answer through a reference check, an award received, or a letter of commendation.

13

Use Job-Related Information That Is Objective and Reliable

- ◆ Official transcripts
- ◆ Verified licenses
- ◆ Proof of certification
- ◆ Known references



Compare documents for consistency:
Exaggeration and falsification are prevalent in competitive job markets

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And . . .

- ◆ Carefully review all job-related information
- ◆ Read between the lines
- ◆ Look for application of learning and training
- ◆ Look for consistency and established track records



15

And . . .

- ◆ Avoid unfair, discriminatory practices:
 - ◆ Relate information to the specific job.
 - ◆ Avoid making decisions based on subjective information.
 - ◆ If you have questions, establish facts during the interview.
 - ◆ Don't perpetuate a stereotypical picture for a job.

16

Education Records Will Tell You:

- ◆ What degrees have been earned.
- ◆ What courses have been taken.
- ◆ What grades have been granted.



17

You Can Decide . . .

- ◆ If the candidate:
 - ◆ Is academically prepared for the job.
 - ◆ Has appropriate course work to help them do the job.
 - ◆ Has received adequate grades in job-related areas.



18

Professional Licensure

- ◆ Is it required?

If yes, validate its presence.

Certification

- ◆ Is it required, preferred, or a signal of extra effort and success?

19

Special Awards



- ◆ Seek answers to the questions:
 - ◆ How were they earned?
 - ◆ What areas are they in?
 - ◆ How recently do they occur?
 - ◆ What's the track record?
 - ◆ Does the effort apply to the job?

20

Evaluation of Performance

- ◆ Look for consistency in ratings and raters.
- ◆ Verify performance ratings by contacting supervisors--using behavioral questions (refer to Section #8).
- ◆ Look for performance that applies to the job.
- ◆ Look for areas that will need clarification or elaboration during the interview.

21

Volunteer Work

- ◆ May give you insight about personal qualities, motivation, and attitudes.
- ◆ Is a plus but not a minus--people may be in situations where they cannot do volunteer work.
- ◆ Should always be considered with other information.



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References

- ◆ Have two purposes:
 1. To verify self reports
 2. To assess previous performance
- ◆ References rely on the premise that:

Past performance is the best predictor of future performance



23

Key Points About References

- ◆ The most useful information is obtained from people who have closely and frequently observed the candidate--ask the question, "How closely have you worked with the candidate?"
- ◆ Always get a reference from the current and former supervisor.

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References

- ◆ Should be used in combination with other information.
- ◆ Can be factually correct but omit important facts.
- ◆ Often lack reliability and have leniency errors.
- ◆ May be used to expedite a departure.

25

To Get the Most Out of References

- ◆ Seek references only for candidates being strongly considered for the job.
- ◆ Get current references that are applicable to the job.
- ◆ Ask behavioral questions (refer to Section 8).
- ◆ Relate questions specifically to the position.
- ◆ Ask questions that verify information given by candidates.

26

Final Words About References!

- ◆ Don't over-rely or under-rely on them.
- ◆ Use them to fill in gaps and to complete a picture of the candidate.
- ◆ Know their limitations and use them as a helpful tool.

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Use Additional Job-Related Information to Help You Make the Best Choice!!!

The Time Spent will be Well Spent . . .



In terms of time and money saved!!!

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